



Working together for a safer London

MPS Professional Standards Strategy 2006 - 2009

Purpose

Corporate Strategy

The purpose of the Metropolitan Police Authority and Metropolitan Police Service Corporate Strategy is to provide a **clear picture of the direction and performance focus of the Metropolitan Police Service.**

Professional Standards Strategy

The Professional Standards Strategy emphasises the importance of maintaining and improving professional standards in the delivery of our services. This is key to protecting our integrity and reputation, and forms the basis upon which the people of London will judge us.

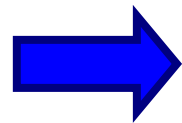
The MPS is embarking on a major modernisation programme to shape the organisation to meet the increasing demands and expectations we face now and in the future. This is based on new values and underpinned by behaviours.

In addition, the MPS and in particular our professional standards have been the subject of a number of recent inquiries and inspections – Morris, CRE and HMIC Thematic Inspection. These highlight the importance of ‘how’ we operate on a day to day basis.

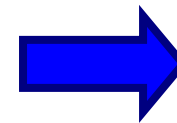
The implementation of values and behaviours will re-enforce improvements in service delivery whilst at the same time inspire public trust, confidence and satisfaction.

Implementation of The Professional Standards Strategy will enable partnerships to function more effectively.

We have identified that ***‘Engendering pride and trust of the public and our staff in the individual and organisational integrity’*** will assist to the delivery of the corporate strategy



To ensure we continue to improve professional standards we have identified **Strategic Outcomes** we need to focus on



In order to achieve our Strategic Outcomes and deliver the Professional Standards Strategy we have identified our **Strategic Priorities** for Professional Standards

Mission for Professional Standards

The way we work together within the MPS will inevitably shape the way we deliver our service to the public.

Implementation of the Professional Standards Strategy will be based on the following :-

- Placing a prevention at the heart of improving professional standards and moving from a blame culture to one where lessons are learnt;
- Developing greater internal and external trust and confidence in the way the MPS ensures professional standards are delivered; and
- Complementing MPS Citizen focus work by increasing professional standards engagement with stakeholders through:-
 - Improved openness, accountability and accessibility of investigations;
 - Enhanced understanding of customer needs; and
 - Improved external awareness of professional standards areas of work.

Delivering the Mission

The key drivers for change within professional standards are the requirements for the MPS to achieve greater efficiency and effectiveness, responsiveness, visibility and reassurance in policing London. This means professional standards resources need to support the delivery of challenging outcomes in an increasingly complex environment. A number of MPS and national initiatives, in particular the MPS Modernisation Programme and the Morris and Taylor Reports, will also influence the processes that the Service are required to implement.

Information provides vital knowledge which informs tactical (both proactive and reactive) and strategic decision making. A significant and growing risk/threat to MPS operations and functions is posed by unauthorised and inappropriate access to and disclosure of information and intelligence. Minimising these risks becomes one of the highest priorities.

Whilst moving to a learning centred organisation the fear of detection of malpractice and a trust in the fairness of investigations will be important requirements coupled with a focus on proactive prevention.

Effective timely investigations, which are seen as fair, coupled with the provision of information relating to the progress of investigations; and support for all those involved as witnesses, victims or accused is essential. As is ensuring that professional standards has sufficient arrangements for monitoring and assessing performance of diversity and disproportionality.

Change is a feature of modern policing. It is therefore necessary to ensure that the expertise, information and skills available in the professional standards arena are used to facilitate and inform key strategic corporate work.

Improving internal and external communications is important to success as is the acknowledgement that the vast majority of our staff are honest, professional and brave.

Our Mission: Working Together for a Safer London

Strategic Priorities for Professional Standards :

Intelligence

To follow service intelligence processes, analysing information – to identify Prevention and Investigation opportunities, which re-enforce professional standards

Prevention

To work with colleagues to put into place systems and processes, which facilitate learning and prevent misconduct and unprofessional behaviour.

Enforcement

To ensure that investigations are competent, meeting the needs of stakeholders and engendering the trust of the community.

Corporate Strategy and Priorities

To ensure that expertise and information is made available to facilitate implementation.

Strategic Outcomes sought for Professional Standards

- The improvement of Professional Standards is owned by all staff and seen as a priority across the MPS.
- Risks are identified quickly and effectively managed.
- Staff take pride in professional high quality service delivery.

To support Corporate Strategy Outcomes

Communities are confident in, engaged with & satisfied with our police service

Security is improved & the public feel reassured

Crime, disorder, vulnerability & harm is prevented & reduced

More offenders are brought to justice

Supported by: Living Our Values & ensuring we have

A modern & diverse workforce

Enabled staff

Better use of resources

Cohesive partnership working

Clear communication

Description of Strategic Priority One

Strand 1

INTELLIGENCE

To follow service intelligence processes, analysing information to identify prevention and investigation opportunities, which re-enforce professional standards; ensuring staff understand the value of our information and managing the risks to our intelligence assets posed by unauthorised and inappropriate access and disclosure.

To achieve this we will:-

1. ***Address the inherent cultural issues and ensure that the information security requirements are up to date and effectively implemented. (Lead Awaits)***
2. ***Ensure that audit and proactive detection opportunities inherent in existing and new technical equipment are capitalised upon e.g., command and control. (Lead Awaits)***
3. ***Continue the development of the Professional Standards Strategic Intelligence Assessment to ensure that timely, accurate and actionable information informs the work of DPS and the strands of this strategy. (Lead Awaits)***
4. ***Ensure that the risks and opportunities inherent in the rollout of new technology are understood and addressed. (Lead Awaits)***
5. ***Ensure that DPS is positioned for the results of the MPS reviews of Intelligence and Covert Assets. (Lead Awaits)***
6. **Develop and implement the DPS Reception Desk. (Lead Awaits)**

Strand Lead DCS Intelligence Command DPS

Description of Strategic Priority Two

Strand 2

PREVENTION

To work with our colleagues to put into place systems and processes, which facilitate learning, and prevent misconduct and unprofessional behaviour; and ensure that identified risks are quickly and effectively managed.

To achieve this we will :-

1. ***Continue the development, implementation, review and maintenance of DPS structures, policies and procedures ensuring that they meet the Corporate Strategy requirements and the mission of this strategy with particular reference to Prevention and Organisation Learning. (Lead Awaits)***
2. ***Facilitate the continued development of MPS Vetting. (Lead Awaits)***
3. ***Ensure that policies, procedures and practices address the identified risks and prevention requirements. (Head of DPS Policy unit)***
4. ***Ensure that OCUs are held to account for performance relating to professional standards matters within the Corporate Performance Framework. (Lead Awaits)***
5. ***Develop and implement an internal and external communication plan. (Lead Awaits)***

Strand Lead DCS Prevention DPS

Description of Strategic Priority Three

Strand 3

ENFORCEMENT

To ensure that investigations are competent, meeting the needs and engendering the trust of the community, our staff, complainants, victims, witnesses and our partners.

To achieve this we will :-

1. ***Ensure that investigations are proportionate, fair and timely. (Lead Awaits)***
2. ***Ensure that systems are in place to monitor and assess performance in relation to diversity and disproportionality in investigations. (Lead Awaits)***
3. ***Ensure that local managers are empowered and supported to intervene and resolve matters as early as possible. (Lead Awaits)***

Strand Lead DCS Enforcement DPS

Description of Strategic Priority Four

Strand 4

CORPORATE STRATEGY AND PRIORITIES

To ensure that expertise and information is made available to facilitate implementation of the Corporate Strategy and Priorities.

To achieve this we will :-

1. ***Establish links with the Modernisation Programme and facilitate work with particular reference to:
*Together (Values & supporting behaviour implementation and leadership academy development);
*Citizen focus and the development of Corporate Learning systems; and
*Partnership working. (Lead Awaits)***

2. ***Facilitate the implementation of the New MPS Diversity Strategy. (Lead Awaits)***

Strand Lead Deputy Director DPS

Overview of the Strategic Outcomes for Professional Standards

The strategic outcomes describe the areas of delivery for staff of the Metropolitan Police Service working in professional standards.

Strategic Outcomes for Professional Standards

<p>Improving Professional Standards is owned by all staff and seen as a priority across the MPS</p>	<p>The implementation of new structures, processes and policies within DPS, informed by the fundamental review of DPS is crucial to this outcome and has the highest priority. The formation and resourcing of the new DPS Prevention and Organisational Learning Command with the DPS reception desk, together with ensuring decisions are made at the earliest opportunity and based on the right information; are seen as critical. Key to this outcome is the need to communicate effectively with staff and our partners, the risks, responsibilities and actions being undertaken. Practices must be consistent with and supportive of Citizen Focus, the MPS Diversity Strategy, Together, and Partnership Working. Making full use of the MPS Communication Strategy will be essential.</p>
<p>Risks are identified quickly and effectively managed</p>	<p>The new DPS structures must complement the current DCC Risk Management System, ensuring lessons learnt are actioned, with the risks effectively communicated to the MPS. Increasing the appreciation by our staff of the fundamental importance of information, and the risks attached, will lead to their valuing of these assets. Ongoing review and 'policing' of current information security arrangements will improve this appreciation. Adopting a more proactive approach to dealing with the risks inherent in new technologies will ensure that the MPS is well positioned for change. In addition the continued development of the DPS Strategic Assessment will ensure timely, accurate and actionable information.</p>
<p>Staff take pride in professional and high quality service delivery</p>	<p>Moving from a blame culture to one where lessons are learnt coupled with proportionate, timely and visibly fair investigations, will encourage staff to improve performance. The implementation of Our Values and the behaviours underpinning them will provide a clear benchmark for standards.</p>

Delivery of the Professional Standards Strategy

1. Development & Implementation of Detailed Plans:

The strategy will be owned by the MPS Professional Standards Strategic Committee .
DPS Head of Planning will be responsible for the review of the strategy which will be based on the DPS Strategic Assessment.

2. Accountability Framework Development & Implementation:

The four strands of activities will each be lead by a senior member of the DPS. Individual work elements will be assigned, which inevitably will involve staff outside DPS. The work elements will be included in the DPS Planning and Risk Register with progress being recorded therein. This will be published on DPS Intranet site. In addition recommendations arising from DPS SIA will be aligned to the strands and work elements ensuring implementation thereof. The MPS Professional Standards Strategic Committee, chaired by Assistant Commissioner Brown, will drive the strategy over the next three years.

Progress on the strand activities will, in addition, be reported to the MPA Professional Standards and Complaints Committee.

Work emanating from this strategy will be supportive of and in accordance with the MPS Corporate Strategy and Priorities.

3. Realignment:

The current implementation and monitoring arrangements have proved satisfactory.
No realignment is necessary at this stage.

4. Making the strategy a driver for improving professional standards:

Staff understanding of the strategy, coupled with support in relation to implementation and future development thereof, will lead to improving professional standards.

Protective Marking	Restricted until content agreed.
Suitable for Publication Scheme Y/N	No – until content agreed.
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Creating branch Code	DPS
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